

# Thinking About...

## **Learning in DOD**

Changing the Culture

# Warfare is Becoming Culture Centric

Transformation has been interpreted as exclusively technological, but against an enemy who fights unconventionally – as this civil military operations team faced in Afghanistan - it is more important to understand

**motivation,  
intent,  
method and  
culture**

than to have a few more meters of precision, knots of speed, or bits of bandwidth.

# The Art of War

Sun Tzu

“Knowing others and knowing oneself,  
in one hundred battles no danger.

Not knowing the other and knowing oneself,  
one victory for one loss.

**Not knowing the other and not knowing  
oneself, in every battle certain defeat.’**

**Social Intelligence  
Culture-Centric Warfare**

# Culture-Centric Warfare

*“... the lesson learned [in Somalia] that kept coming out was that we lacked cultural awareness. **We needed cultural intelligence going in.**”*

Gen Anthony Zinni (USMC Ret.)  
National Defense University  
August 8, 1996

# Operational Requirements

- "We need to treat learning **knowledge of culture** and developing **language** skills **as seriously as** we treat **learning combat skills**: both are needed for success in achieving US political and military objectives."

DSB Summer Study 2004

# The Challenge for Americans

“Americans also need to **hear the stories of the people of the Muslim world.**

We need to **understand their challenges and their cultures and their hopes;**

to **speak their languages and read their literature;**

to **know their cultures in the deepest sense.**

Our **interaction must be a conversation, not a monologue.**

We must reach out and explain, but **we must also listen.”**

**Dr. Condoleezza Rice**  
National Security Advisor  
US Institute of Peace  
August 8, 2004

# U.S. Negotiators Global Report Card

## Competency \_\_\_\_\_ Grade

- Linguistic abilities F
- **Listening D**
- Building solid relationships D
- Synergistic approach (win-win) D
- Cultural I.Q. D
- Adapting the negotiating process to the host country environment D
- Patience D
- Using language that is simplistic and accessible C
- Preparation B-
- High aspirations B+
- Personal integrity A-

Adapted from Acuff, F.L., *How to Negotiate with Anyone, Anywhere Around the World*, New York: AMACOM, 1993.

# Context

- Containment to connectedness
- Global environment with increasing complexity
- Higher-stakes uncertainties
- Changing nature and scope of war
  - New threats (as we see them)
    - **“Primitivism?”**
  - Expanding pre-and-post combat duties
- Key elements are **relevance** and competence for the AGE
- Adjust to scope, pace, intensity, and rate of change
- **Need Continuous Learning Organization**

**Need a new way of thinking about conflict**



# Think about this...

## The Game

Cold War

-

GWOT

Next War

Football

Soccer

Tiddle winks?

Poker?

Basketball?

Force on Force  
our Defined plays

Interwoven

They will go for  
vulnerability

Requirements

Capabilities

Insurance Policy

Ed and Train

Learn & Think

Learning Organization

# **Need to Redefine Success as Both Winning the War and the Peace**

- War is more than combat and combat is more than shooting
- Strategic Corporals now need to understand culture and country where they're operating
- Successful pre and post conflict activities reduce time frame for winning the peace

# What Matters...

- 20<sup>th</sup> century Industrial Age model
  - Mass production of things and workers
  - Standardization of parts and workers
  - Specialized work force
  - **Things matter**
- 21<sup>st</sup> century Information Age model
  - Customized products and customized work force
  - Adaptive, agile work force
  - **People matter**

# Technology

“Smart Weapons” are accurate -  
NOT smart

# People

Smart weapons can learn and adapt –

Suicide bombers are  
**SMART WEAPONS**

# Important!

- **Our minds are our most important weapons**
- Knowledge is a force multiplier
- **But we still view fighting from the neck down, not from the neck up**

Grant Hammond

# Problem Statement

- **DOD too focused on:**

- Cold War processes & habits
- Near term
- Kinetic war
- Technology

- **Still too:**

- Service-oriented

- **But not yet:**

- Knowing the enemies and their cultures
- Understanding and speaking foreign languages
- Building skills, knowledge and abilities needed to win the peace
- Working well enough cross-service, cross-agency, etc...

**Premise:**

**Learning is**

**key to SURVIVAL**

**a STRATEGIC choice**

**a Social Activity**

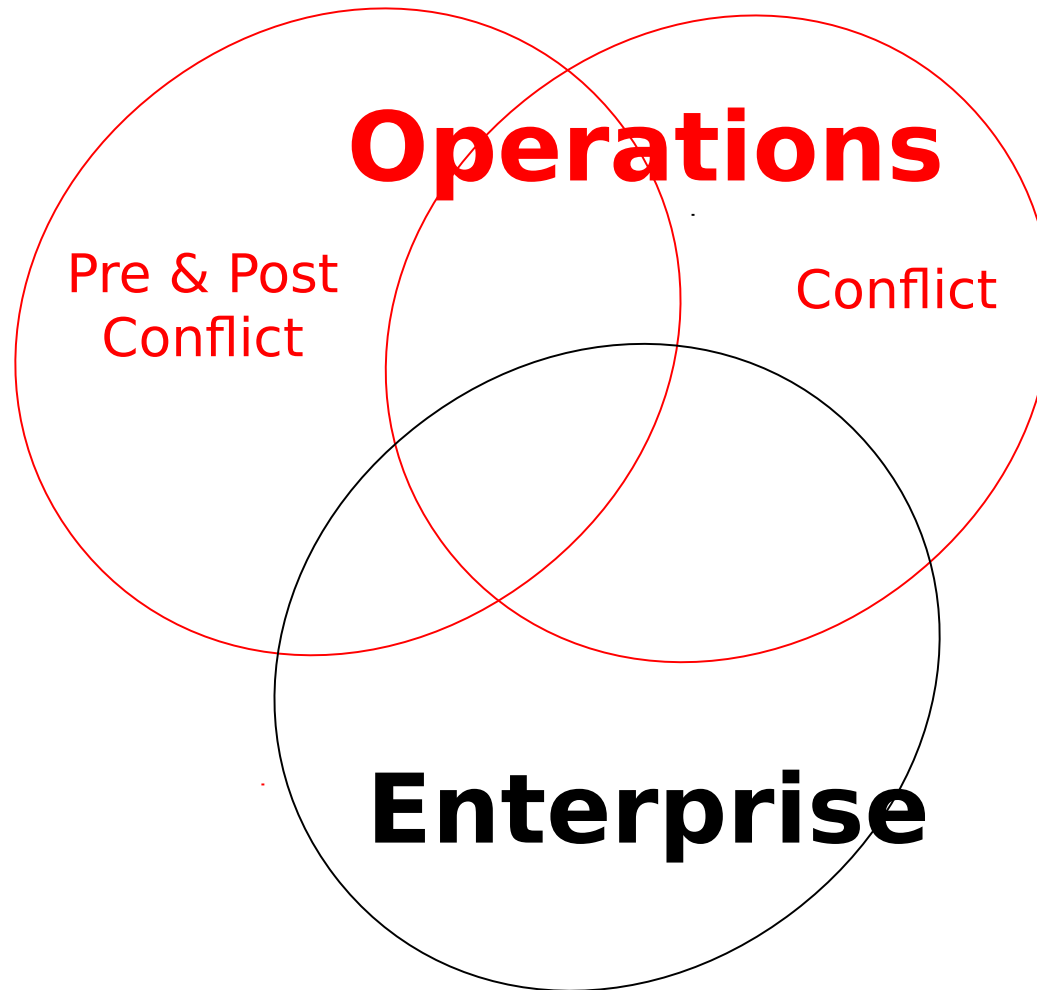
If you will learn together, you can work together

# Big Questions for the National Security Team

- What is the work?
- Who should do the work?
- What do they need to know to be successful?
- When and how should they learn it?
- Whom do we have to be able to work with?
- What can we shed?



# A Way to think about the WORK....

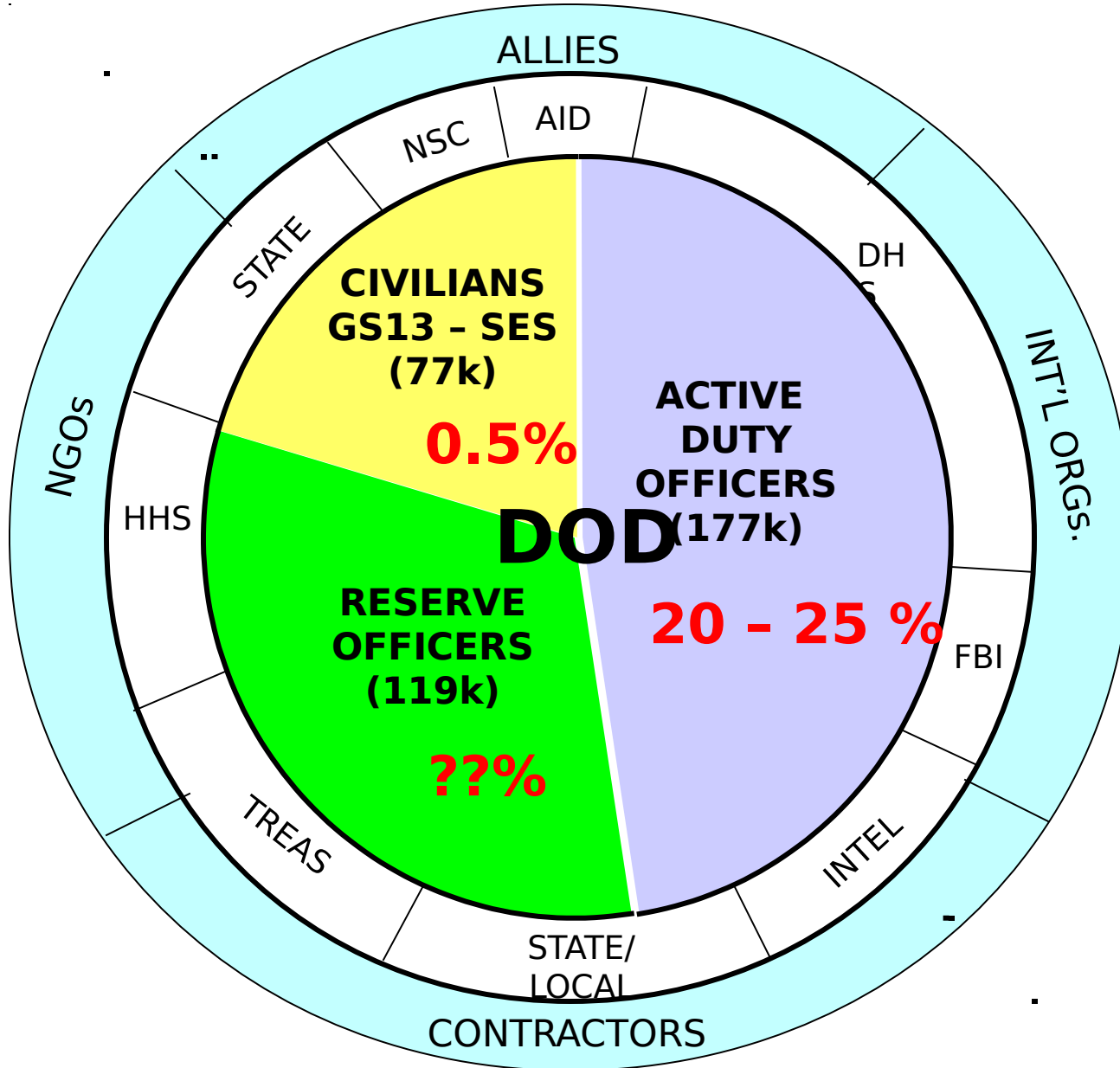


- **What are the KSATs needed for each?**
- **What is the right balance in terms of time & \$\$\$?**

# Workforce Players and Stakeholders

- Military
  - Active Duty
  - Reserve
  - Guard
- Civil Servants
- Contractors
- Political Leadership
- Other Government Agencies
- NGOs
- International Partners

# % of DOD Manpower \$\$\$ Spent on E&T



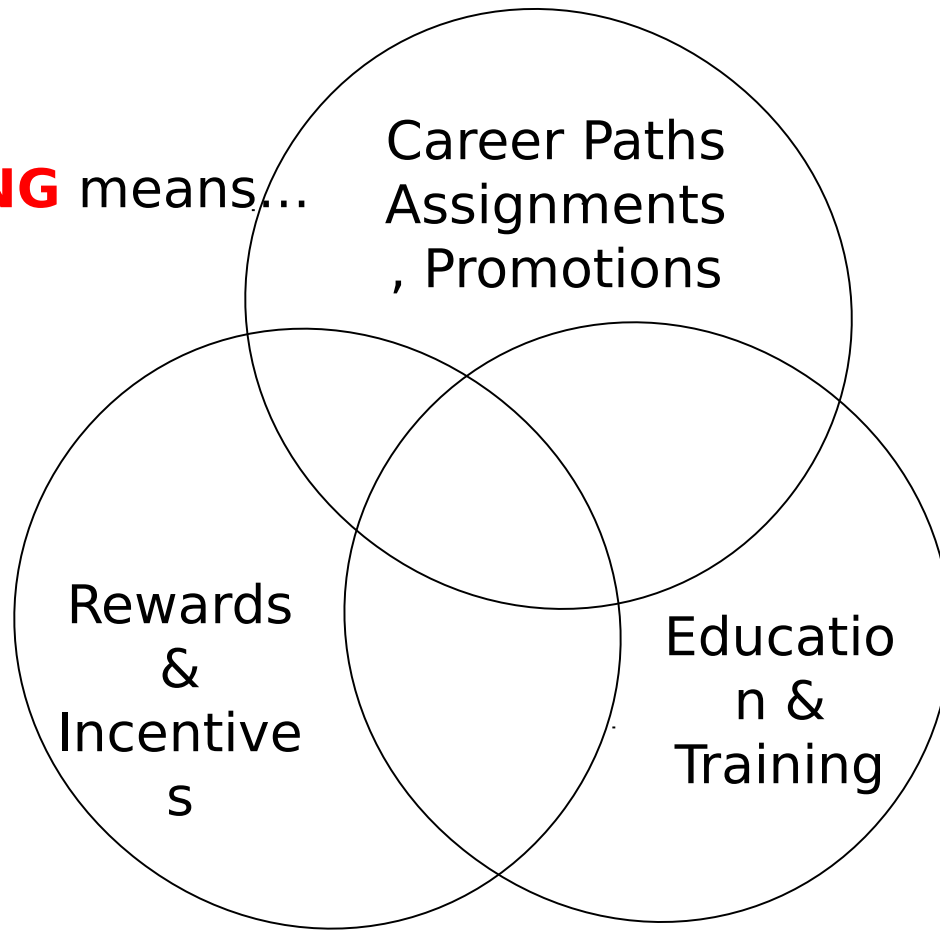
**National  
Security Team**

**Note:**

**You can't look at  
Learning  
Separate from HR  
Investment in Human  
Capital.**

# Challenge for DoD:

To address **LEARNING** means...



...Must be intertwined to form single **SYSTEM**

# **What Appear to be Starting Assumptions...**

Starting assumptions...

## **Military Personnel System**

- Based on WWII conscription model
- The task is to put bodies into slots
- A check-the-box or flow through career path.
- Short term assignments
- Emphasis on youth

**Does this still make sense?**

Starting assumptions...

## Civil Service System

- Based on a fantasy of fairness, not on performance
- People hired for a “job,” not a career
- “Most”-qualified for “job” hired, so training NOT needed
- Work is rule-based -- just have to follow the rules
- Civil Servants now appraised on management skills, but not trained, coached or mentored to be good managers.



Starting assumptions...

## Contractors

- Presumed they come with ALL needed skills and knowledge
- **However...**
  - They are seen as representing the US
  - May not understand the culture or language they work in
  - Military needs to protect them as if direct employees

**What are the learning and knowledge requirements we must demand of the contractors?**

# Human Capital Development and Management

## What's Needed

- Knowledge
- Skills
- Abilities
- Tools
- Experience
- Satisfaction
- Accountability
- Good data base

## Challenges

- What's the Right Mix?
  - Learning Content
  - Assignments
  - Incentives and Rewards
- Processes
- Structures
- Resistance to Change

# So, How Do We...

- Develop the skill sets needed to win the Peace?
- Put the right talent in the right jobs at the right time?
- Leverage critical learning resources through joint and interagency collaboration?
- **Integrate** our learning resources and **not sub-optimize?**

# How Do We...

- Expand our learning environment?
- Connect with and learn how to work effectively with the other national security players?
- Develop leaders with skills **relevant** to changing needs?
- Develop leaders and managers who are **mentors and coaches?**

# How Do We...

- Develop **agile** educators who will adapt curricula to match evolving needs?
- Get the DOD schools to **collaborate** in the development of the necessary new curriculum?
- Get Lessons Learned rapidly into all schoolhouses?

# HOW WILL WE KNOW WHEN LEADERS HAVE SKILLS

FOR SUCCESS IN THE UPPER-RIGHT HAND

*Information Age*

QUADRANT?

**When their *BEHAVIOR***

***demonstrates:***

- Ability to **LISTEN**
- Collaboration across organizations
- Mutual understanding & respect with partners
- Culture of innovation
- Understanding of the context
- Continuous learning
- Enterprise skills
- Developing “learning organizations”
- Understanding the culture they operate in
- Use of effective metrics for success

**Leaders developing leaders**

***Globalization II***

***Industrial Age***

***Globalization III***

# Things to Consider...

But First –

## Things to Remember...

- **Leadership** is key
- **Relevance** and Competence
- **Implementation**
  - is the really hard part
  - determines whether public policy is successful
  - *the Devil is in the Detail*



# Remember...

**Learning is a**

- **Strategic choice**
- **Front office function**
- **Leadership issue**

## Core Habits of Mind for Principled Leadership

*(as modified)*

- Appreciate variation
- Be balanced
- Be well educated in the art of war *and peace*
- Be socially / politically / culturally literate
- Think from multiple perspectives
- Possess facility for coordinating and integrating *and collaborating*
- Be well-schooled in humility
- *Inspire and build trust*

# Consider...

**Rethinking** how we structure Manpower, Human Capital, HR, Personnel (whatever we call it)

- **TOTAL WORKFORCE** as an integrated and interdependent **SYSTEM.**
- Realign system components
  - Career Paths
  - Rewards and Incentives
  - Education and Training
- Assignment, promotion and learning must be joined at the hip to make a difference

# Consider...

## Splitting

### **Strategic Human Capital**

- Learning and Development
- Assignments – Placement
- Incentives and rewards
- Manpower planning

*Sits at the head table*

## From

### **Administrative Transactions** (“out sourced” in much of

corporate world )

- Pay
- Health care
- Retirement
- Etc...

# Consider...

## Valuing Continuous Learning

- Investment in time and \$\$\$
- **Civil Servants** trained and appraised to be Leaders / Managers / Mentors / Coaches
- Focus on working in teams

# Consider...

## **A Chief Learning Officer for DOD**

- Acts on behalf of the SecDef
- Is part of the **Senior Strategic Team**
- Develops **learning strategy** for DOD to support a National Language Strategy.
- Context – area studies
- **Inter Agency learning**
- Management skills for all – Civil Servants and Military
- **Database of DOD Wide Learning Opportunities**

# Consider...

## Establishing Databases across DoD

- a **Learning Database** where ALL courses listed and searchable – E-learning and classroom
  - DOD schools
  - Other government agencies
  - Private sector options
- a **People KSAT Database** to identify people who have acquired particular skills or mastered a body of knowledge
- a **Jobs Database** that links the job to required KSATs

# Consider...

## A Cultural Shift

“In order to fight this long war, GEN Abizaid feels that we ought to become as ‘expert’ in the Middle East as we were ‘expert’ in Central Europe for the past 50 years....we have to **educate, train and develop the next generation** of leadership **to be** as **familiar and comfortable with this culture**, it's threats and opportunities.”



# Cultural Shift (cont)

“The **near term battle** is for linguists, intelligence experts and FAOs.

The **long term battle** is to develop an **Officer Corps** (and Senior NCO Corps) that is as **comfortable and acculturated** operating in this region tomorrow, as we were operating in Central Europe yesterday.”

# Consider...

## Strengthening Content

- **Language** Training
- **Cultural Intelligence, Social Intelligence**, Area Stu
- Communication Skills –
  - **Listening** for deep understanding
  - Communicating so the receiver “gets it”
- Conflict Prevention
- **Stability and Reconstruction**
- Building on the Exec Dev being done by the Services

# Consider...

## National Defense Education Language and Culture Act

- Use the National Defense Education Act model
- Fund colleges and universities (in each Congressional district),  
to develop programs, research and teach ...

- Languages
- Area studies
- Security
- Stability and Reconstruction
- Conflict prevention

- Create a National Language Reserve Corps
  - Like an insurance policy – there if we need it.
  - Serve all of government
  - Proficiency pay maintained
  - Spend reserve time in host country

- **WWII Model**

# Consider...

## Requiring Language Training

- ROTC (and area studies)
- The Academies
- Expand language training for enlisted
- Incentivize language acquisition and maintenance
  - Increase financial incentives
  - More for the difficult languages
  - Double promotion credits for enlisted to learn foreign languages

# Consider...

## Cultural Awareness for ALL

Get us curious about the places we are going and or working on, who are the people, their values and beliefs, their politics etc...

What should be offered?

- History
- Ethnic structure and identity
- Religion
- Values and beliefs
- Politics & Government
  - Who are the players and how do they interrelate?
  - What are the issues as they see them?
- Economic structure
- Infrastructure
- Popular culture, music, food, sports
- ?????

# Consider...

## **More FAO's**

- Extend their time of service so we don't lose all that talent
- Greatly expand number of career FAO / Civil Affairs specialists

# Consider...

## Annual Course on **LISTENING**

- For **EVERYONE**
- **Listening** for **DEEP UNDERSTANDING**
- You can't learn while you are talking
- Should be a part of a course on communication, listening being the most important part of communications
- Listening skills rated as a part of appraisal
- A two-week CCL course for O3 / GS-13 and up

# Consider...

## National Security Inter-Agency Collaborative Learning System

- Align DOD graduate schools into consortium like
  - California University System
  - Along with State, Treasury, Justice, FBI, DOC, DHS, Intel, etc...
  - National Security University System?

*where it makes sense.*

- Faculty and students from consortium

*where it makes sense.*

- Integrate core curriculum.

09/10/16 joint core curriculum, service specific electives.

Mitzi Wertheim,



# Consider...

## Agile Curriculum Design thru Collaboration

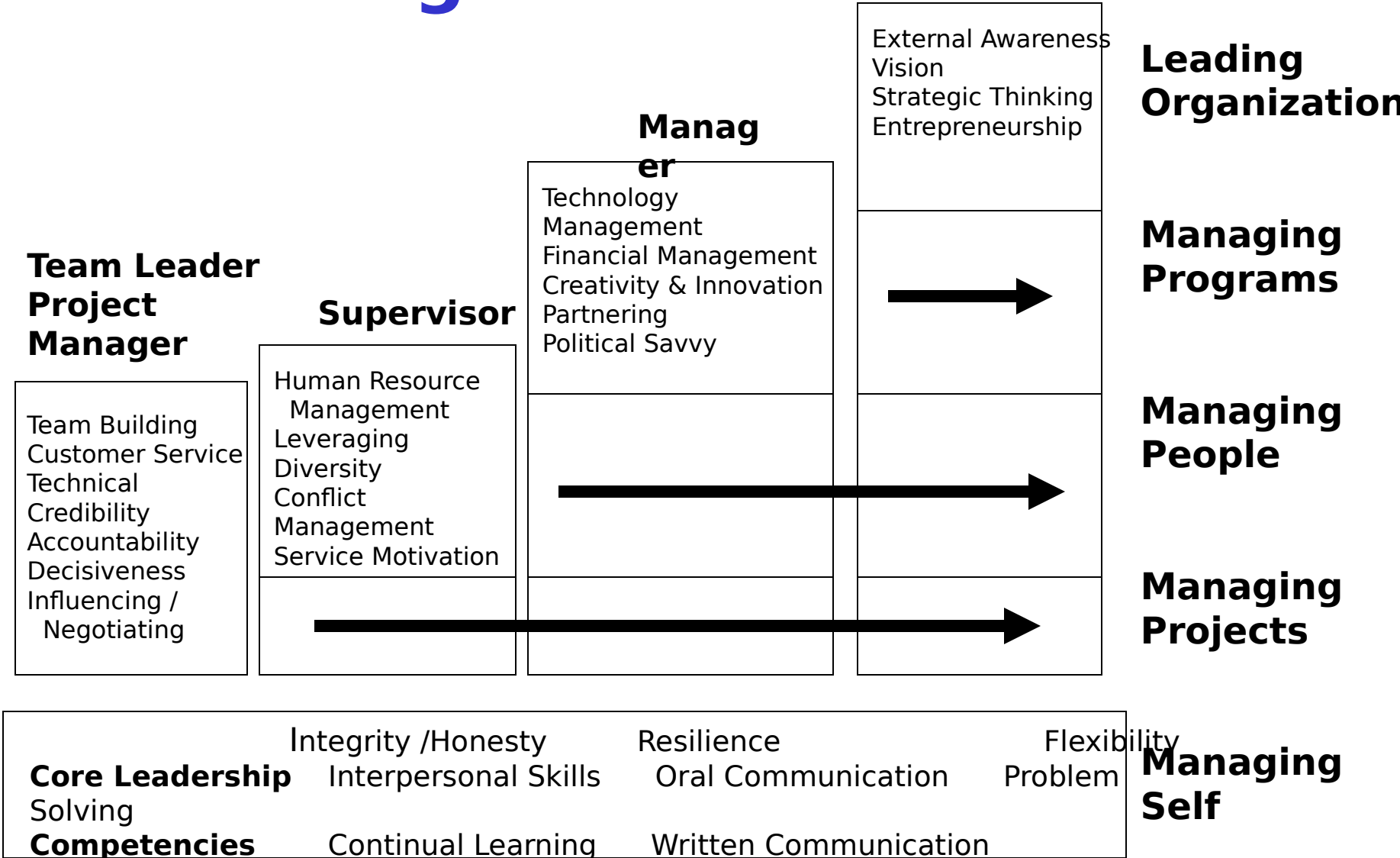
- Design for learning **outcomes**, not delivery.
- Capabilities driven
- Having a reach-back capability to area specialists.
- Just-In-Time training.
- Just-in-Time content development.
- Just-in-Time delivery
- How to effectively use distance learning.

# Consider...

## **Management and Leadership Training for Civil Servants**

- What Do You Want Them to Know?
  - Managing Self
  - Managing Projects
  - Managing People
  - Managing Programs
  - Leading Organizations
- Look at what the Air Force is doing

# Learning for ResultsExecutive



**Listening**

**Leadership Journey**

09/10/16

Mitzi Wertheim,

# Change Analysis

- Legislation?
- Rules / regulations?
- Leadership commitment?
- Champions?
- Allies?
- Opposition?

# Factors for Success -- Infrastructure

- Strategic workforce planning as foundation
- Competencies as integrating mechanism in all human resource functions
- Performance systems as reinforcement
  - Incentives
  - Rewards
  - Accountability
- Horizontal and vertical integration across programs, systems and functions

# Common Problems

- Not involving all the key players
- Inefficient systems to support process
- Moving too quickly or without commitment of executive leadership
- Role transfer of best practices

# Common Problems

- Vague or non-existent organizational strategy
- Competing priorities
- Lack of resources and / or expertise
- Lack of planning and tendency towards reacting
- Ineffective implementation strategies

# Understanding Cultural Elements of Security: *Nuance & Complexity*

- Thinking man's game.
- Focus is on intellect versus technology.
- Success lies in:
  - Creating alliances
  - Leveraging non-military advantages
  - Reading intentions
  - Building trust
  - Converting opinions
  - Managing perceptions

***These tasks demand an exceptional ability to understand ourselves and others' cultures and motivations.***

***Learning Challenge...Leadership Challenge***



# Remember...

- **Leadership** is key
- **Implementation**
  - is the really hard part
  - determines whether public policy is successful
  - *the Devil is in the Detail*

# Language Matters

# Culture Matters

# We Need **MAGIC** Support

- M** - Military
- A** - Academic
- G** - Governmental
- I** - Industry
- C** - Congress

**Who are these key players?**

Consider this...

**Uncle Sam wants YOU**

**to learn about the**

**WORLD**

# Join the Posse

# Backup

**It is imperative to change  
our learning culture  
to enable us to adapt  
to the challenges and new tasks  
we face in the fast changing world.**



# Leadership Top Five Areas\*

## Success

- Integrity / Honesty
- Financial Management
- Interpersonal Skills
- Leveraging Diversity
- Written Communication

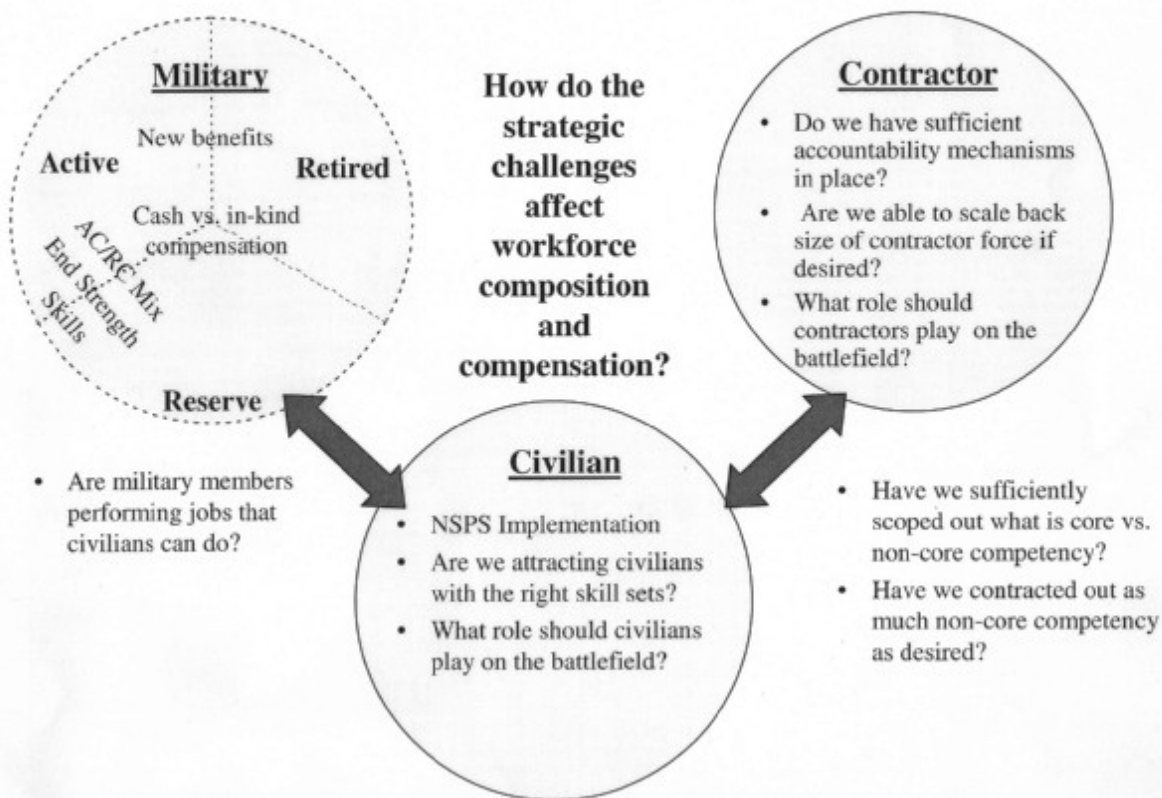
## Needs

## Improvement

- Vision
- Conflict Management
- Strategic Thinking
- Team Building
- Influencing / Negotiating

\* Data from OPM's Leadership 360 Assessment

## Workforce Composition and Compensation



# **How About ...**

# **A Performance Learning Model**

# How about ...

## Performance Learning Model Strategy

- **Continuous Learning**
  - Valued and Supported by time and \$\$\$
  - Leaders / Managers are Mentors & Coaches
    - Part of Leader/Manager appraisal
  - Focus on working in teams
- Skills, Knowledge Development and Delivery
  - Reach
  - Speed
  - Capacity
  - Learner Centric
- Network Learning Assets
  - Resident
  - Local
  - Continuous learning – self paced
  - edelivery
  - Reach back
- Participant Providers
  - DOD schools
  - CIA / Intel
  - State
  - Justice
  - Treasury
  - Other universities and colleges

# Performance Learning Model Strategy Pillars

- **Training and Education Courses**
- **Knowledge Sharing**
  - Between the schools
  - Lessons Learned from the Field
- **Performance Support**
  - Reach back
  - Consulting
  - Rapid Deployment Teams
- **Continuous Learning**
  - Continuous Learning Modules
  - Conferences and Symposiums

# Things to Consider...

## **Learning Credits for Civil Servants**

- Allocate X number of “Learning Credits” per employee.
- Employee and manager get to choose what courses make sense from DOD Learning Opportunity Database.

*To provide necessary learning opportunities  
put BOTH time and dollars into the budget,  
or it's just another unfunded mandate.*

# Things to Consider...

## **Continuing Education Units (CEUs)**

- Professional CEUs
- Tied into performance appraisals
- Continuous skill refresh

# Things to Consider...

## **Language Learning in DOD Schools**

- Pilot program in the DOD school to teach hard to learn languages ( and cultures) starting in the first grade.
- DOD controls the DOD schools



# So...\*

- There are many challenges on all levels to leading a Revolution in Military Education
- The priorities are
  - **People first** – brilliant teachers, brilliant warriors
  - **Ideas second** – the software
  - **Things third** – the hardware
- Difficult as it may be, the technology is the easy part
  - the people and the thinking are key

\* Grant

Hammond

# Things to Consider...

## Trust

- IT now makes it possible to design systems that can be based on TRUST.
  - Trust now, audit afterwards like the credit card system.
    - Have understood penalties if people lie.
  - This could eliminate many unnecessary steps and speed up the processes.

# Things to Consider...

## **New Metrics**

- If learning is the objective, what are possible metrics other than:
  - Time
  - \$\$\$
  - Degrees...
  - Certificates...
- What metrics would give insight into actual learning?

## Random thoughts

Interpersonal Intelligence

Learning implies pulling, connecting concepts.

Teaching implies pushing.

Learning how to work with other people.

Blinders.

Building bridges

Consider...

# Nature of War

	<b>Cold War</b>	<b>GWOT</b>	<b>Future War</b>
<b>The Game:</b>	Football	Soccer	Chutes & Ladders to Chess
<b>Its Character:</b>	Force-on-Force; strength-on-strength; defined rules	Constant Action, no breaks; activity everywhere on field	Few rules, search for vulnerabilities; game constantly changes
<b>Defined by:</b>	Requirements	Capabilities	Multiplying options; insurance; collaboration
<b>Preparation:</b>	Education & Training	Learning & Thinking	Learning Organizations

# **We Need:**

- **A new way of thinking about conflict in the 21<sup>st</sup> century**
- **Warrior Diplomats to transition to win the peace**
- **All elements of national power without exporting our peacetime bureaucracy.**
- **???**

911 Testimony before the House Subcommittee on  
National Security, Emerging Threats, and International Relations

“Because listening is the most important part of any communication process, the brief we gave to ourselves

was a line from the Scottish poet:

**‘O would that God the gift might give us,  
to see ourselves as other see us.’**

*Robert Burns*

Keith Reinhard  
President, Business for Diplomatic Action, Inc  
Chairman, DDB Worldwide  
August 23, 2004

# Consider...

## The Learning Collaborative

- In forming a **National Security Inter Agency Learning System**
  - Implementation strategy and process will be key to success.
    - This needs to be a collaborative partnership with the other departments and agencies.
    - They must not be made to feel like second class citizens.
    - **Style and relationships matter.**



What Is Needed to  
Bring About the  
Change?

Who Needs to  
Play?

## Needed to Bring About Change

Things to Consider	Legislation	Rule / Regulation Change	Leadership Commitment from...	Champion Who?	Collaboration Among
<b>Annual LISTENING course</b>					
For EVERYONE					
Listening for DEEP UNDERSTANDING					
Rated as part of appraisal					
<b>Strengthen Learning Content in</b>					
Area Studies, Cultural Intelligence					
Conflict Prevention					
Stability and Reconstruction					
Language Training					
Communication Skills - Listening					
Executive Development					
<b>Area Studies for all</b>					
<b>Language Training</b>					
ROTC and area studies requirement					
Academies requirement					
Fund Language Skill Maintenance					
Extra \$\$\$ of difficult languages					
Expand language training for enlisted					
Double promotion credits for enlisted to learn foreign languages					

# Challenge for DOD:

To address **LEARNING** means that

- Career Paths - Assignments, Promotions
- Rewards and Incentives
- Education and Training

**MUST be an intertwined single system**